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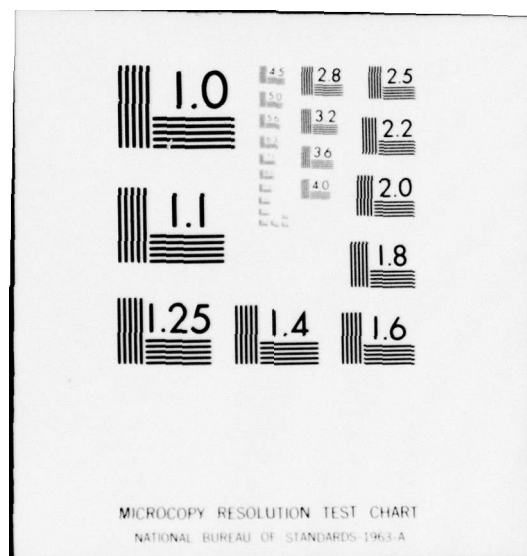
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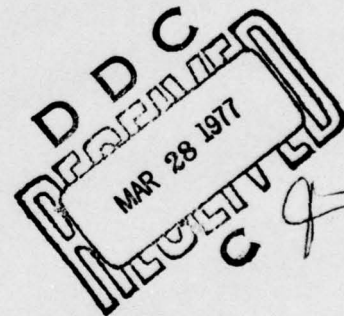
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RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES

I.

An Overview of Reception/Care Planning and Training Guidance

William W. Cl...ault
Cecil H. Davis



Final Report

Approved for Public Release
Distribution Unlimited

Contract DCPA-01-75-C-0309
Work Unit 4412F
Contract DCPA-01-75-C-0329
Work Unit 4412G

October 1976

HUMAN SCIENCES RESEARCH, INC.

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DETACHABLE SUMMARY

RECEPTION AND CARE PLANNING

GUIDANCE FOR HOST COMMUNITIES

I.

An Overview of Reception/Care
Planning and Training Guidance

by
William W. Chenault
Cecil H. Davis



For
Defense Civil Preparedness Agency
Washington, D. C. 20301
Final Report—October 1976

Contract DCPA-01-75-C-0309 *New*
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Human Sciences Research, Inc.
7710 Old Springhouse Road
McLean, Virginia 22101

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Summary

GUIDANCE FOR THE PREPARATION AND IMPLEMENTATION OF RECEPTION/CARE PLANNING IN HOST COMMUNITIES

Reception and Care Planning Guidance for Host Communities is a four-volume set of guidance materials covering the preparation of local Reception/Care plans in communities which would host large numbers of evacuees under conditions of very severe crisis or massive disaster. The four volumes are:

Volume I. An Overview of Reception/Care Planning and Training Guidance—introduces the available guidance covering (primarily) host area organization, and describes segments suitable for use in alternative training sessions.

Volume II. Planning Steps and Instructions for the Preparation of Host Area Reception/Care Plans—this volume describes a sequence of R/C planning steps, and provides detailed instructions for developing a R/C plan in accordance with the Planning Format in Volume III below.

Volume III. Planning Format—provides the materials and forms required to complete a detailed Reception/Care plan for a host county or similar jurisdiction.

Volume IV. Tables of Organization and Staff Responsibilities—is a reference book which charts the organization of a host county R/C organization, and provides detailed job descriptions for each position in a fully elaborated host area R/C organization.

All of the materials in this set are presented in sections or “modules” which can be used in (1) training sessions or in-the-field orientation sessions, (2) planning, and (3) operations. The planning and training modules are also constructed such that appropriate materials can be deployed at any level of the R/C organization during either preparatory, crisis, or operational periods.

This guidance was produced for the Defense Civil Preparedness Agency by Human Sciences Research, Inc., under Contracts DCPA-01-75-C-0309 and DCPA-01-75-C-0329.

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| 20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This document is Volume I of <i>Reception and Care Planning Guidance for Host Communities</i> , which describes Reception/Care planning steps, instructions for developing specific local (County-level) plans, and the detailed management structure of a local Reception/Care effort. This volume describes the numerous sections of the four volumes and recommends the clustering of various sections into modules of training content geared to particular functions and audiences under normal or crash training conditions. | | |

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19. Key Words (Continued)

Emergency Lodging

Emergency Feeding Services

Emergency Registration and Information Services

Special Emergency Welfare Services

Personal Services (Emergency Welfare)

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**RECEPTION AND CARE PLANNING
GUIDANCE FOR HOST COMMUNITIES**

I.

**An Overview of Reception/Care
Planning and Training Guidance**

INTRODUCTION

The Nuclear Civil Protection program of the Defense Civil Preparedness Agency is designed to provide best available shelter to either the "in place" or the "relocated" population of the United States. The program represents a continuation and merging of two prominent currents in civil defense planning over the past two decades—namely:

- The Community Shelter Program or Plans (CSPs), describing fallout shelter available near residences and places of work.
- Evacuation programs and plans for relocating the at-risk population and providing shelter protection and other emergency services in "host" areas.

Recent Crisis Relocation Planning (CRP) efforts represent a resumption, in part, of the *tactical* evacuation planning conducted in the 1950s and early 1960s to protect the population against a short-warning-time attack by bombers carrying nuclear weapons. CRP is viewed, however, in terms of a *strategic* evacuation occurring over a period of several days. Such a relocation might be prompted by a similar movement of people away from target areas in an enemy country—and would occur only under circumstances of severe international crisis, such as a war involving the use of nuclear weapons at sea or on foreign battlefields. In any event, a crisis relocation would involve a large-scale movement of people (a movement either planned or spontaneous or both) into lower-risk jurisdictions outside major cities and target areas of the United States.

Reception/Care Planning

Reception/Care (R/C) planning is central to any preparedness effort involving a large-scale relocation of the population. R/C planning is essentially concerned with *organizing and managing the relocated population*—a task which breaks down into the following functions:

- **receiving** and registering evacuees in host areas;
- **lodging** evacuees in congregate care facilities (and in any private dwellings volunteered by host area residents);
- **sheltering** the evacuee and resident populations from fallout hazards;
- **feeding** the relocated population distributed in congregate lodging or shelter facilities.
- **providing other essential services** required by special populations or groups such as the aged, the infirm, the handicapped, or families and individuals needing special supports during a relocation period.

As these functions would suggest, R/C planning is an immediate concern of the host jurisdiction. However, the capability to handle the evacuee population in the (potentially) overburdened host area can be greatly enhanced by a number of planning steps which involve risk area participation. These steps are those which allow:

- a. the prediction of the evacuee burden that must be anticipated in each particular host jurisdiction;
- b. the identification of specific risk area organizations or groups which can come to the host community as "already organized" groups to be lodged, sheltered, fed, etc.;
- c. the planned use of predesignated evacuee organizations or groups to supplement the host area manpower available to provide R/C services.

Accordingly, the early R/C planning steps emphasize efforts to identify as specifically as possible those units of people which can "come out" as already-organized groups of evacuees—preferably, organizations which can be assigned to specific host area buildings and whose people can travel directly to those predesignated locations.

Host Area R/C Planning

The essential steps in developing a host area R/C plan are:

1. The description and listing of individual host area buildings which can be used as congregate lodging facilities by evacuees—including the congregate lodging capacity of each structure.
2. The designation of fallout shelter and feeding facilities which can be used by evacuees lodged in each building in 1 above.
3. The distribution of the expected (maximum) number of evacuees across the above designated lodging, shelter, and feeding facilities.
4. The designation of special care facilities which will be used by special groups of evacuees posing special needs or problems.
5. The division of the host jurisdiction into R/C Districts and component Lodging Sections, whose headquarters will supervise a manageable number of evacuees and the provision of essential services within each area.
6. The development of a staffing plan and management structure for the R/C Service and its component units.
7. Before and during an emerging crisis, recruitment, orientation, and training for any unfilled staff positions in the host area's R/C organization.

The Development of Reception/Care Planning and Training Guidance

A series of DCPA studies and prototype planning efforts, begun in the early 1970s, has led to the development of R/C guidance in its present form. This work has included such studies as *Crisis Relocation: Distributing Relocated Populations and Maintaining Organizational Viability*,¹ which discussed alternative indicators of hosting capacity and strongly recommended

¹by William G. Gay and William W. Chenault (McLean, Va.: Human Sciences Research, Inc., 1974), Contract No. DAHC 20-73-C-0340.

the concept of "organizational relocation." This report was followed by *Reception/Care Planning for Crisis Relocation*,² of which the second volume is a prototype R/C Plan for the Fremont County, Colorado, host area (*Prototype Reception/Care Plan to Meet the Welfare, Shelter, and Related Needs of Populations Affected by Crisis Relocation*). These efforts marked the initial development of current R/C guidance and have been incorporated in the relevant portions of the series of overall Crisis Relocation guides developed under the direction of Walmer E. Strobe at the Stanford Research Institute.³

Reception and Care Planning Guidance for Host Communities

The present four-volume set of guidance materials is based on the continuation of the work described above and also reflects the overall approach to CRP as outlined in DCPA prototype plans and guidance materials. The principal *objectives* of the work leading to this R/C guidance have been:

- To continue the development of detailed planning guidance initiated in the Fremont County prototype materials.
- To incorporate more detailed guidance on congregate lodging and sheltering capacity, and methods for matching evacuees with particular facilities in the host area.
- To develop in synoptic outline form the content of recommended R/C training efforts consistent with the planning approach.⁴

²By William W. Chenault and Cecil H. Davis (McLean, Va.: Human Sciences Research, Inc., 1975), Contract No. DCPA 01-74-C-0232.

³See Strobe, *et al.*, *Development of Prototype Plans for Crisis Relocation* (Menlo Park, Calif.: SRI, 1976), Contract No. DCPA 01-74-C-0293.

⁴DCPA Contracts No. 01-75-C-0309 and No. 01-75-C-0329, Human Sciences Research, Inc.

The principal *tasks* involved in developing the present guidance have included:

1. Further examination of the extensive planning and guidance literature on "Emergency Welfare," originally developed by civil defense and DHEW staffs preparing for the tactical evacuation and hosting of at risk populations in the 1950s.
2. Development of more detailed procedures by which local planners can organize information about the evacuee population, collect data on local facilities, and "match" organizations and evacuee groups to the best available facilities.
3. Review of existing Staff College and other DCPA training materials to determine how R/C training content should be merged with existing training doctrine—or whether a separate set of R/C training "packages" would offer a better approach to R/C training.
4. Examination of the existing "mandate" calling for DHEW involvement in a wide range of Emergency Welfare functions which are closely relevant to the DCPA Reception/Care mission.

These tasks led to the following *conclusions* concerning the desirable scope, content, and presentation of R/C planning and training guidance. The conclusions are built into this four-volume guidance set and may be considered the design characteristics that have guided the development of these materials.

- R/C planning guidance should be adaptable to any host area, should be geared to the County-level of organization, and should be adaptable to a wide variety of hosting "ratios" and densities.
- R/C organization should be elaborated in a framework which is readily amenable to expansion or contraction, depending on the size of the evacuee population, the population density of the hosting area (after evacuation), and other local factors.

- R/C services should be organized with reference to the essential civil defense mission of managing large numbers of evacuees in an orderly manner—by providing for the districting of host areas into smaller areas whose headquarters would be responsible for the evacuees only in a relatively small area.
- R/C organization and functioning should be fully or maximally compatible with existing statements of DHEW's mandated Emergency Welfare mission, should facilitate the participation of DHEW and public welfare personnel in R/C operations, and should allow the maximum utilization of existing guidance materials covering the several Emergency Welfare functions.
- R/C planning guidance should allow the "on paper" development of County-level R/C Plans, with designated staffing slots to be filled before or during a crisis—as conditions permit.
- R/C training materials should, for reasons of economy and efficiency, focus on the development of local plans and organizational structures—and should in fact be portions of the planning guidance itself.
- R/C training packages should be discrete and separate parts of civil defense instructional programs—because of the potential role of public welfare agencies in this effort, and because existing civil defense instruction itself requires revision to accommodate the implications of an NCP and Crisis Relocation program.

These conclusions have guided the development of this four-volume set, which includes:

Volume I. An overview of the planning guidance and a set of training modules based on sections of the planning guidance itself.

Volume II. Detailed steps in the drafting of a host County R/C Plan.

Volume III. A planning format which can be used to construct a detailed host County R/C Plan, following the steps in Volume II above.

Volume IV. A reference book presenting Tables of Organization for all elements of a County R/C Service, and detailed job descriptions for each management position in a host County R/C Service.

The contents of Volumes II, III, and IV—the planning guidance, *per se*—are outlined in the following section.

*RECEPTION AND CARE PLANNING
GUIDANCE FOR HOST COMMUNITIES*

Content Outline of Volumes II, III, and IV

The three volumes following this one include (a) planning steps and instructions, (b) the format and much of the content of a County R/C Plan, and (c) a reference book with R/C tables of organization and job descriptions for each R/C staff position. The various sections of the three volumes are closely interrelated and frequently cross-referenced. And various sections are referenced in the modules of training content later in the present volume. The following content outline provides an overview of the materials.

Volume II

*Planning Steps and Instructions for
the Preparation of Host Area R/C Plans*

- Volume II provides step-by-step instructions for preparing a detailed R/C Plan for any specific host County or similar jurisdiction.
- These steps and instructions guide the development of a R/C Plan, using the *Planning Format* in Volume III below.

Volume III

Planning Format

- Volume III is essentially a “fill in the blanks” County R/C Plan, including the recommended text of all sections of the Plan, and all forms required to complete a detailed

County R/C Plan. (Only one copy of each form is included in the *Format*.) The Plan is divided into a main plan and five appendices.

- **The County R/C Plan.** The 17-page main plan includes text describing the R/C mission, situation, responsibilities, and organizational structure. Only a few pieces of information must be added by the planner, though any sections may be rewritten to include more locality-specific information.
- **Appendix 1: Checklist of (R/C) Responsibilities and Actions.** The Checklist is complete as written and describes R/C activities required before and during a crisis.
- **Appendix 2: Tables of Organization.** The Tables are virtually complete but may be modified to describe R/C organization in a particular County. (This is also Part I of Volume IV below.)
- **Appendix 3: R/C Jurisdictions and Staff Assignments.** A separate packet for each R/C jurisdiction and headquarters (within the County) includes forms for recording information on the location, headquarters, organization, and staffing of the County R/C Office and each component R/C Division, R/C District and Lodging Section.
- **Appendix 4: Summary Organizational Plans for Crisis Relocation.** Forms for recording information about each organization participating in R/C planning or operations.
- **Appendix 5: Congregate Care and Fallout Shelter Assignments for Evacuees to be Hosted in This County.** Forms for recording the assignments of evacuees to specific lodging, shelter, and feeding facilities.

Volume IV

Tables of Organization and Staff Responsibilities

- This volume is a reference book for use in R/C planning, training, and operations at the County level and below.
- **Introduction.** This twelve-page discussion provides an introduction and overview of the R/C mission and the concept of R/C organization and staffing reflected in the following sections of this volume.

- **Section I: Tables of Organization.** Tables are provided for each element in a County-level R/C Service, including organizational charts showing the relationships between the several levels of R/C organization and the several management jobs within each R/C element. The Tables and charts are clustered in ten units or modules, corresponding to the three R/C "commands" (County-level, District, Lodging Section), the five R/C Services or operating functions, and the staff functions of Shelter Planning and Allocation and Auxiliary Services. The ten sections or modules in Section I are:

| | |
|-------------------------------------|--------------------------------|
| A. County Level Command | F. Feeding Service |
| B. Division Level Command | G. Special Services |
| C. District Level Command | H. Personal Services |
| D. Lodging-Shelter Service | I. Shelter Planning/Allocation |
| E. Registration/Information Service | J. Auxiliary Services |

- **Section II: Personnel Positions in a Host County R/C Service.** Each R/C job is described on a separate page or pages which can be reproduced separately for training or operational purposes. The job descriptions are clustered in modules A through J, corresponding to the organizational units in Section I above.
- **Section III: Reference List of Personnel Positions and Tables of Organization.** This listing cross-references each job description to the Tables of Organization in which it appears. All R/C positions are numbered sequentially, beginning with the County R/C Coordinator and working down the chain of command, and each position is always referred to by its number in this sequence as well as the job title.
- **Section IV: Alternative Staffing Levels.** Five successively more desirable staffing patterns are outlined, beginning with three key R/C positions (Level One) and working up to a largely staffed R/C Service (Level Five).

RECEPTION/CARE TRAINING GUIDANCE

The planning guidance in Volumes II, III, and IV has been constructed to facilitate the use of appropriate guidance materials in the orientation and training of R/C staff members. The *modules of training content* appearing later in this Section are composed of segments of the planning guidance which should be used to train particular audiences under either "normal" or "crash" training conditions.

Elements of a Training Strategy

A realistic approach to R/C training must reflect the probability that:

- Only a few R/C staff members will be recruited during normal periods, while a prolonged escalation or an unfolding crisis would be characterized by more intensive training of larger audiences.
- Training under crisis or "crash" conditions would be conducted primarily at the local level—and be combined with efforts to organize local R/C staff at the County, Division, District, and Lodging Section levels.
- During normal periods, training would be closely interrelated with public orientation programs and the gradual recruitment of "stand-by" R/C staff members prepared to serve in an emergency.

In sum, training under both normal and crisis circumstances would be an integral part of R/C "organization building," rather than the clearly separate function which training constitutes in standing organizations. This guidance reflects this condition by its implicit ordering of R/C activities in a sequence which includes:

1. **Construction of "on paper" R/C Plans** which break each County into component R/C units. The Plans designate the areas of responsibility of each unit—even the particular facilities in which evacuees will be lodged, sheltered, and fed. Therefore, a R/C operation involves essentially the insertion of newly recruited staff members into already-designated slots in local R/C units—and the training of these personnel before or during operations.

2. **Gradual recruitment and training of standby R/C staff during normal periods.** As conditions permit, and as public orientation programs lead to R/C recruits, local citizens are recruited for particular positions designated in a R/C Plan. To the extent these "standby" staff members become familiar with the R/C organization and its duties, they become potential "trainers" of new staff added before or during a crisis.

Modules of Training Content

Four categories of training materials are outlined in the remainder of this Section:

- A. Public Orientation to R/C Operations.
- B. Reception/Care Staff Training under Normal Conditions.
- C. Reception/Care Staff Training under Crisis Conditions.
- D. Individual and Team Orientation and Training.

The planning materials listed under each category or module are recommended sources of content for the topical area covered by the category. Probable training situations or settings are indicated for each module. It is assumed that the principal *training mode* would be the lecture followed by group discussion, but all of the materials lend themselves to presentation via various media—films, video tape, television, etc.

MODULE A

PUBLIC ORIENTATION TO R/C OPERATIONS

- Purpose:** Under normal or pre-crisis conditions, to acquaint the local public in a host community with R/C planning and operations.
- To generate public interest and potential recruits who will agree to hold R/C positions on a "standby" basis, and hopefully will participate in training sessions for such staff members.
- Audiences:** Local organizations, the public attending to local media discussion programs, newspaper readership.
- Settings:** Public addresses, "luncheon" speeches, etc.

Source Materials

- **Volume IV: Introduction** (a 12-page overview of the R/C mission, organizational structure, and crisis operations).
- **Volume III: The County R/C Plan** (17 pages including the Preface, Introduction, Mission, Situation, Responsibilities, Organization and Staff, and Summary of the local Plan).
- **Volume III: Appendix 3** (the "packet" describing the organization of the R/C Service in the County or any Division, District or Lodging Section of interest to a particular audience).

MODULE B

RECEPTION/CARE STAFF TRAINING UNDER NORMAL CONDITIONS

(Includes Eight Separate Modules, of Which a Sequence of
at Least Two Modules Would be Given to Each Trainee.)

Purposes: To introduce R/C staff to concepts of R/C organization, the functioning of R/C commands at different levels, and the functioning of the particular Service to which the staff member may be attached.

Audiences: R/C staff serving on a "standby" basis.

Specific audiences are identified for the individual modules described on the following pages. **These audiences are identified by reference to the numbers assigned each R/C staff position in Volume IV of this guidance.**

Note: In any given County, it is probable that only a few of the staff members will be available for training at any given time.

Settings: The County Emergency Operations or Center and/or R/C Headquarters, or any other conveniently located facility.

Note: These modules may also be used with State-wide or Region-wide audiences of key R/C officials from each County, with some modifications.

Lectures and group discussions, possibly supplemented by video tape or film presentations, are appropriate modes.

MODULE B-1
ORIENTATION TO RECEPTION/CARE
PLANNING AND OPERATIONS

(normal training conditions)

Purpose: To introduce R/C staff to the R/C mission and organizational structure.

Audiences: Any of 66 R/C management positions enumerated in Volume IV.

Settings: See Module B.

Source Materials

(note overlap with Module A)

- **Volume IV: Introduction** (12-page overview).
- **Volume III: The County R/C Plan** (17 pages).
- **Other Materials:** The following portions of *Reception/Care Planning for Crisis Relocation* (DCPA, 1975):
 - Executive Summary (8 pages; R/C planning requirements, definitions, etc.)
 - Chapter 1: "The R/C Problem in Preparedness Planning."
 - Chapter 3: "Findings and Recommendations."
 - Attachment C: "An Approach to R/C Planning for Crisis Relocation."

MODULE B-2
RECEPTION/CARE COMMAND STRUCTURE

(normal training conditions)

Purpose: To describe the organization and operational functioning of the County, Division, District, and Lodging Section R/C units.

Audiences: Personnel Positions No. 1 through 32 (Volume IV).

Settings: See Module B.

Prior Training Required: Module B-1 or Module A.

Source Materials

- **Volume III: County R/C Plan—Appendix 1. “Checklist of Responsibilities and Actions” (14 pages).**
- **Volume IV: Tables of Organization and Staff Responsibilities.**
 - Part III: “Reference List of Personnel Positions and Tables of Organization” (to identify job descriptions and appropriate organizational charts for each staff member in the audience).
 - Part I: “Tables of Organization” (Sections A, B, and C describe the command structure at the County, Division, and District levels).
 - Part II: “Personnel Positions in a Host County R/C Service” (job descriptions for positions No. 1 through 32).
 - Part IV: “Alternative Staffing Levels” (describing a gradual buildup of the R/C organization and staff).

- **Volume II: Planning Steps 1 through 9** (to familiarize staff with the step-by-step procedures by which the County R/C Plan has been developed, through the task of dividing the County into R/C Divisions, Districts, and Lodging Sections).

[Note: At this point it is desirable for certain key personnel to receive one of the modules B-3-D through B-3-H below. The positions numbered 2, 6, 7, 8, 9, 10, 25, 28, 29, 30, 31, and 32 will be involved in administering one or more of the separate Services discussed in Modules B-3 (D through H). If this division of the training is not feasible, personnel holding those positions should review the organizational charts and job descriptions (Volume IV) of the Services with which they will be concerned.]

- **Volume II: Planning Steps 12, 14, and 15** (to familiarize personnel with the County's organizational structure and finished R/C Plan).

Note that the training content in Module B-2 parallels many of the tasks required to complete, revise, or periodically update the County R/C Plan. Where training is being conducted at the local level (the preferred setting), preparedness officials may wish to combine training sessions with work on the County Plan.

MODULE B-3
THE RECEPTION/CARE SERVICES

(normal training conditions)

Reception/Care organization is related both to the *command* units at the County, Division, and District levels (Module B-2) and to the five separate R/C *services* responsible for Lodging-Shelter; Registration and Information; Feeding; Special Services; and Personal Services/Clothing. These services are organized primarily at the District level, but the Lodging-Shelter Service operates the Lodging Sections as well. All Services are represented at the County level by the Deputy R/C Coordinator for Welfare-Shelter Operations (Position No. 2) and by an Assistant Coordinator for each Service (Position Nos. 6-10). The District Manager, by virtue of his or her position, is responsible for the Services in the District, as are the District Supervisors for each Service (28-32). Therefore, certain "command" positions should benefit from the training under each of the Service Modules (D-H) which follow this brief session.

- Purpose:** To introduce the individual Service training modules.
- Audience:** Personnel Positions 2; 6-10; 25; 28-32; and 33-66 (Volume IV).
- Settings:** Primarily lecture and discussion group at the County level;
State or Regional training sessions for senior personnel.
- Prior Training Required:** Module B-1.

Source Materials

- **Volume IV: Tables of Organization (Part I), Job Descriptions (Part II), and Cross-Reference List (Part III).**

MODULE B-3 (D)
THE LODGING-SHELTER SERVICE

(normal training conditions)

Purpose: To train Lodging-Shelter staff and related supervisory staff.

Audience: Personnel Positions (from Volume IV) numbers:

2 and 6 (County staff)
25 and 28 (District command staff)
39, 40, 41 (Lodging Section Staff)
33 through 38 (District Lodging-Shelter Service Staff)

Prior Training Required: Module B-3 or Module B-2

Source Materials

- **Volume IV: Tables of Organization and Staff Responsibilities.**
 - Part I: Section D: Tables of Organization for the Lodging-Shelter Service.
 - Part II: Section D: Personnel Positions (job descriptions) for the Lodging-Shelter service.
- **Volume III: County R/C Plan**
 - Appendix 5: "Congregate Care, Fallout Shelter, and Feeding Assignments."
 - Appendix 3: "R/C Jurisdictions and Staffing Assignments" (packets for each R/C unit).
- **Volume II: Planning Steps 10, 11, 13, and 16** (describing the Evacuee Assignment Forms, packets for each R/C jurisdiction, and the continuing development of the R/C organization). Portions relating to Lodging-Shelter staff positions.

MODULE B-3 (E)
REGISTRATION AND INFORMATION SERVICE

(normal training conditions)

Purpose: To train Registration/Information staff and related supervisory staff.

Audience: Personnel Positions (from Volume IV) numbers:

2 and 8 (County staff)
25 and 30 (District command staff)
45 and 46 (Lodging Section staff)
42, 43, 44 (District Registration/Information staff)

Prior Training Required: Module B-3 or Module B-2

Source Materials

- **Volume IV: Tables of Organization and Staff Responsibilities**
 - Part I: Section E: Tables of Organization for the Registration and Information Service
 - Part II: Section E: Personnel Positions (job descriptions) for the the Registration/Information Service
- **Volume III: County R/C Plan**
 - Appendix 3: "Reception/Care Jurisdictions and Staffing Assignments" (packets for each R/C jurisdiction)
- **Volume II: Planning Steps 13 and 16** (describing the packets for each R/C unit, and the continuing development of R/C organization). Portions relating to Registration/Information staff positions.

MODULE B-3 (F)
THE R/C FEEDING SERVICE

(normal training conditions)

Purpose: To train Feeding Service staff and related supervisory staff.

Audience: Personnel Positions (from Volume IV) numbers:

2 and 7 (County staff)
25 and 29 (District command staff)
47 - 52 (District Feeding Service staff)

Prior Training Required: Module B-3 or Module B-2

Source Materials

- **Volume IV: Tables of Organization and Staff Responsibilities**
 - Part I: Section F: Tables of Organization for the R/C Feeding Service
 - Part II: Section F: Personnel Positions (job descriptions) for the R/C Feeding Service
- **Volume III: County R/C Plan**
 - Appendix 5: "Congregate Care, Fallout Shelter, and Feeding Assignments"
 - Appendix 3: "Reception/Care Jurisdictions and Staffing Assignments" (packets for each R/C jurisdiction)
- **Volume II: Planning Steps 13 and 16** (describing the packets for each R/C unit, and the continuing development of R/C organization). Portions relating to Feeding Service staff positions.

MODULE B-3 (G)
THE SPECIAL SERVICES

(normal training conditions)

Purpose: To train Special Services staff and related supervisory staff.

Audience: Personnel Positions (from Volume IV) numbers:

2 and 9 (County staff)
25 and 31 (District command staff)
53, 54, 55 (District Special Services staff)
56, 57, 58 (Lodging Section staff)

Prior Training Required: Module B-3 or Module B-2.

Source Materials

- **Volume IV: Tables of Organization and Staff Responsibilities**
 - Part I: Section G: Tables of Organization for Special Services
 - Part II: Section G: Personnel Positions (job descriptions) for Special Services
- **Volume III: County R/C Plan**
 - Appendix 5: "Congregate Care, Fallout Shelter, and Feeding Assignments"
 - Appendix 3: "Reception/Care Jurisdictions and Staffing Assignments" (packets for each R/C jurisdiction)
- **Volume II: Planning Steps 10, 13, and 16** (describing the packets for each R/C unit, the Evacuee Assignment Forms—including those for institutional groups and facilities—and the continuing development of R/C organization). Portions relating to Special Services staff positions.

MODULE B-3 (H)
PERSONAL SERVICES/CLOTHING

(normal training conditions)

Purpose: To train Personal Services/Clothing staff and related supervisory staff.

Audience: Personnel Positions (from Volume IV) numbers:

2 and 10 (County staff)
25 and 32 (District command staff)
59-66 (District Personal Services staff)

Prior Training Required: Module B-3 or Module B-2.

Source Materials

- **Volume IV: Tables of Organization and Staff Responsibilities**
 - Part I: Section H: Tables of Organization for Personal Services/Clothing
 - Part II: Section H: Personnel Positions (job descriptions) for Personal Services/Clothing
- **Volume III: County R/C Plan**
 - Appendix 3: "Reception/Care Jurisdictions and Staffing Assignments" (packets for each R/C jurisdiction)
- **Volume II: Planning Steps 13 and 16** (describing the packets for each R/C unit, and the continuing development of R/C organization). Portions relating to Personal Services staff positions.

MODULE C
RECEPTION/CARE STAFF TRAINING
UNDER CRISIS CONDITIONS

(Includes Eight Separate Modules, of Which a Sequence
of at Least Two Modules Would be Given Each Trainee)

- Purposes:** To prepare available staff members to rapidly assume R/C staff positions as a crisis period begins.
- Audiences:** Host County residents recruited for R/C positions.
- Employees of relocated organizations assigned as groups to R/C units.
- Individual evacuees recruited in their congregate lodging facilities.
- Settings:** County, Division, District, and Lodging Section Headquarters, and congregate lodging and shelter facilities.

Note: The "crash" training modules are short versions of the "B" Modules described above. The source materials are selected from those used under normal conditions. The specific audiences for each module are the same, though conditions may not permit fine distinctions among various groups of staff during the training process. Finally, the instructional mode would more typically emphasize group discussion, and the trainers would typically be those R/C staff members available at various headquarters. The portions of the County R/C Plan and these guidance materials available at each headquarters would constitute the principal sources.

**RECEPTION/CARE TRAINING
UNDER CRISIS CONDITIONS**

| Modules | Source Materials |
|--|--|
| C-1: Orientation | Volume IV: Introduction |
| C-2: Command Structure (after C-1 above) | Volume III: County R/C Plan Volume IV: Parts I, II, III Volume II: Planning Steps 1-9 |
| C-3: R/C Services (after C-1 above) | Volume IV: Parts I, II, III |
| C-3 (D) Lodging-Shelter (after C-3 or C-2) | Volume IV: Part I: Section D Volume IV: Part II: Section D Volume II: Planning Steps 10 and 13 |
| C-3 (E) Registration/Information (after C-3 or C-2) | Volume IV: Part I: Section E Volume IV: Part II: Section E Volume II: Planning Steps 10 and 13 |
| C-3 (F) Feeding (after C-3 or C-2) | Volume IV: Part I: Section F Volume IV: Part II: Section F Volume II: Planning Steps 10 and 13 |
| C-3 (G) Special Services (after C-3 or C-2) | Volume IV: Part I: Section G Volume IV: Part II: Section G Volume II: Planning Steps 10 and 13 |
| C-3 (H) Personal Services (after C-3 or C-2) | Volume IV: Part I: Section H Volume IV: Part II: Section H Volume II: Planning Steps 10 and 13 |

MODULE D
INDIVIDUAL AND TEAM
ORIENTATION AND TRAINING

(normal and crisis conditions)

The guidance is designed such that any individual R/C staff member, any R/C headquarters unit, or any R/C Service unit can easily be provided with relevant orientation materials for use in individual or group study. These materials would include—for any particular staff member—the following items:

1. The individual job description (Vol. IV: Part II).
2. Relevant Tables of Organization for the command or Service unit (Vol. IV: Part I)
3. *The packet for the County, Division, District, or Lodging Section where the individual will work (Vol. III: County R/C Plan: Appendix 3).*
4. The Evacuee Assignment Form for the particular congregate lodging, shelter, feeding, or other facility where the individual will work (Vol. III: County R/C Plan: Appendix 5, or the appropriate packet in Appendix 3).
5. The main County R/C Plan (Vol. III).
6. Other relevant materials, as circumstances permit.

Where these materials are not accompanied by one or more modules of training, other R/C staff should present to each recruit an overview of the R/C unit's organization.

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RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES.
VOLUME I: AN OVERVIEW OF RECEPTION/CARE PLANNING AND TRAINING GUIDANCE.

Unclassified

Human Sciences Research, Inc., October 1976. 27 pages.
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